

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Shirley Brown School Year 20-18 -20 19

Superintendent Name Mr. Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Summary Score

	Standard	Score
I	Leadership and Standard Culture	5
II	Policy and Governance	5
III	Communications and Community Relations	5
IV	Organizational Management	5
V	Human Resources Management	5
VI	Instructional Leadership	5
VII	Curriculum Planning/Development	5
VIII	Values and Ethics of Leadership	5
IX	Labor Relations	2
	Overall Score	5

Shirley Brown
Board Member Name (Print)

Shirley Brown
Board Member Signature

9/16/17
Date

Todd Bowden
Superintendent Name (Print)

Todd Bowden
Superintendent Signature

9/16/19
Date

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Standard I. Leadership Culture	Score
This standard stresses the superintendent's performance in leadership through empowering others, visioning, helping shape school culture and climate, and understanding multi-cultural and ethnic differences.	5
Indicators	
1. Facilitates a process to develop and implement a shared vision that focuses on improving student achievement	
2. Promotes academic rigor that focuses on learning and excellence for schools and students	
→ 3. Promotes and expects a climate of tolerance, acceptance, and civility	
4. Develops, implements, promotes, and monitors continuous improvement process	
Comments	
<p>Maintained vision of Rated School District Increased state score by 8 percentage points Increased Grad Rate by 4 percentage points Policy on LGBTQ students and remarked - "We want to send a message to all our LGBTQ students, you are safe in our schools"</p>	

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Standard II: Policy and Governance	Score
This standard focuses on the superintendent working with the board to formulate internal and external district policy, defining mutual expectations of performance with the board, and demonstrating good school governance to staff, students, and the community at large.	5
Indicators	
1. Keeps board informed on issues, needs, and operation of school system	
2. Differentiates between policy making and administrative roles	
3. Establishes procedures for superintendent/board/staff interpersonal and working relationships	
4. Uses legal counsel in governance and procedures to avoid civil and criminal liabilities	
5. Promotes timely development and support of board's legislative priorities (with community input)	
Comments	
<p>Under Dr Bowden the district had the first (ever? in my tenure?) complete policy review. Board members were tasked to go over various certain chapters and bring back to whole board at a workshop for updates.</p> <p>This is another area where some board members try to blur the lines, but Dr Bowden continues to follow.</p> <p>We develop Legislative priorities in workshop - in consult with our lobbying team. Dr Bowden takes an active role, meeting with leaders in Tallahassee to further our goals.</p>	

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Standard III. Communications and Community Relations	Score
This standard emphasizes the skills necessary to establish effective two-way communications not only with students, staff, and parents, but the community as a whole including beneficial relationships with the media. It also stresses responding to community feedback and building community support for the district.	5
Indicators	
1. Develops formal and informal techniques to gain external perceptions of the district	
2. Maintains respect and support of community in the course of conducting school district business	
3. Participates actively in community life	
Comments	
<p>Dr. Bowden has continued his role as an active member of our community and often speaks to groups about our district.</p> <p>He makes regular visits to our schools as part of his weekly agenda, and also meets with school administrators on a regular basis.</p> <p>When issues arise, he makes it a point to go to the school site - i.e., Oak Park. He made himself available on Meet your Teachers Day for both staff and families.</p> <p>He continues to keep a positive outlook and vision for the district despite, sometimes unwarranted criticism.</p>	

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Standard IV. Organizational Management	Score
This standard requires the superintendent to gather and analyze data for decision making and for making recommendations to the board. It stresses the skills necessary to meet internal and external customer expectations to effectively allocate resources.	5
Indicators	
1. Delegates appropriate authority to administrators, monitoring their follow-through	
2. Demonstrates budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring	
3. Meets and works collaboratively with the board and appropriate staff to determine priorities for budgeting and for the effective allocation of space and resources	
4. Develops and carries out internal and external communication plans	
Comments	
<p>The Data Dashboard helps teachers and administrators track student progression in real time so we can see which strategies are working.</p> <p>Understanding the state's FERP (Florida Education Funding Plan) is a Herculean task. Dr. Bowden actually taught classes in it. He has fine tuned our budgeting process so that we can more accurately budget for the upcoming year. When concerns were raised about the declining fund reserve, he not only corrected the way we calculated it, but also produced more savings to beef up the reserve for next year & above district policy goals.</p>	

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Standard V. Human Resource Management	Score
This standard requires the superintendent to ensure that there is a staff performance evaluation system in place. It also requires skills in applying ethical, contractual, and legal requirements for personnel selection, development, retention, promotion, and dismissal.	5
Indicators	
1. Ensures all personnel are treated fairly and impartially	
2. Identifies and applies appropriate policies, criteria, and processes for the recruitment, selection, induction, compensation, and separation of personnel with attention to issues of equity and diversity	
3. Demonstrates use of system and staff evaluation data for personnel policies, decision making, promotion of career growth, and professional development	
4. Maintains employee morale including loyalty to the organization	
Comments	
<p>He brought together staff and union members to look at recruitment and retention.</p> <p>From these reports he restructured the human resources department.</p> <p>He had a salary study commissioned and from this and board input, proposed raising salaries for bus drivers & oak fork aides, in addition to setting a \$12/hr minimum raise to increase to \$15/hr in future years.</p>	

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Standard VI. Instructional Leadership	Score
This standard emphasizes the skills required to ensure that the most effective teaching techniques are in place and that all instructional resources are used to maximize student achievement. This standard also centers on applying research and best practices with respect to diversity sensitivities.	5
Indicators	
1. Provides vision and leadership for moving the district forward	
2. Applies effective methods of providing, monitoring, evaluating, and reporting student achievement to improve the learning process	
3. Establishes instructional strategies that include cultural diversity and difference in learning styles as it relates to various programs	
4. Visits school sites and communicates with teachers, students, and staff	
5. Supports a broad range of academic opportunities for all students such as various staffing patterns, student grouping plans, class scheduling plans, school organizational structures, and facilities design process for incorporating various teaching strategies and desired student outcomes	
6. Analyzes available instructional resources and programs and assigns them in a cost effective and equitable manner to enhance student outcomes	
Comments	
<p>Data Dashboard provides tool to keep us focused on student achievement</p> <p>Works with community partners to provide -</p> <ul style="list-style-type: none">- PreK with certified teachers at Socia- Summer Learning Academies at all Title I schools for students and their parents- Thriving Reader Plan- Reading Recovery- College, Career & Life Readiness <p>Weekly schedule includes school site visits</p>	

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Standard VII. Curriculum Planning and Development	Score
This standard focuses on the superintendent's skills in keeping current with the latest designs in curriculum, teaching, learning, and testing theories. It requires the superintendent to recommend the use of emerging technologies as appropriate.	5
Indicators	
1. Develops core curriculum design and delivery system based on content and assessment standards and best practices	
2. Includes all stakeholder groups in enhancement and renewal of curriculum, instruction, and assessment	
3. Uses data to make informed decisions	
Comments	
<p>See Standard VI -</p> <p>He meets regularly with staff to ensure plans are working & Community Partners</p>	

- Expanded and Enhanced Summer Learning Academies (SLA) – SLA programs were expanded to 12 Title I schools and the afternoon STEAM program at each school were enhanced. Parent universities were well attended, and survey results were unprecedented.

Mental and Behavioral Health:

- Assigned mental health therapists to most of the elementary schools through partnerships with multiple agencies and centers.
- Trained staff on CHAMPS and disciplinary actions in secondary classrooms.
- Established the Staff Safety Committee to evaluate and recommend trainings and wellness programs to ensure the well-being of our employees.
- Utilized the full resources of the crisis response and mental health teams to ensure students in need – especially at Brentwood Elementary and North Port High School – had the services needed to get through a challenging time.

Data Dashboards:

- Developed and Implemented 4 NEW Data Dashboards to assist with instruction and scheduling students. These new dashboards can be seen by administrators and instructional staff; they are NOT public.
 - Teacher Dashboard – Teachers can access how their current students performed in the past and how their past students performed in the future.
 - Current Student Academic Dashboard – Teachers and administrators can access current students' past summative data.
 - School Grade Dashboard – Teachers and administrators can access teacher and student data within the school grade components over time.
 - Scheduler Helper – Administrators (those with whole school or district access) can access incoming students' assessment data to assist with scheduling.

Operational Excellence

- Restructured the human resources department to emphasize recruitment and retention.
- Designed and recruited for an Investigator position to conduct large incident investigations and improve the process.
- Successfully collaborated with the City of Sarasota Commission to permanently close School Avenue at Sarasota High School.
- Launched the school district's first-ever Farm to Table Initiative, including student Immersion and curriculum.
- Launched the new [www.sarasotacountyfl.gov](#) website, generating more than 10 million views each month from parents, students, staff and the community.
- Launched the first-ever REEL TALK Student PSA Film Contest in conjunction with the Sarasota Film Festival, Community Foundation of Sarasota County, Gulf Coast Community Foundation and Charles & Margery Barancik Foundation.

Fiscal Management

- The Auditor General found no financial statement or federal award findings and there were no questioned costs during the 2017-18 audit period.
- Auditor General did not identify any deficiencies in internal control over compliance that would be considered material weakness.

- District received both the GFOA and ASBO awards for the 15th consecutive year
 - Government Finance Officers Association (GFOA) – Certificate of Achievement for Excellence in Financial Reporting
 - Association of School Business Officials International (ASBO) – Certificate of Excellence in Financial Reporting

General Fund Balance

Description	2016-2017	2017-2018	2018-2019
Beginning Gross Fund Balance	\$58,877,796	\$73,434,844	\$75,001,972
Excess of Revenues and Transfers Over Expenditures	\$14,557,048	\$1,567,128	\$6,153,346
Ending Gross Fund Balance	\$73,434,844	\$75,001,972	\$81,155,318

Fund Balance Percentages

Description	2016-2017	2017-2018	2018-2019
Ending Unassigned Fund Balance Percentage	11.40%	11.22%	12.95%
Ending Financial Condition Ratio (F.S. 1011.051)	13.02%	13.32%	14.71%

School Safety and Security:

- Established new leadership and department structure for the Sarasota County Schools Police Department
- Ensured full compliance in the Marjory Stoneman Douglas School Safety Act and its provisions.
- Recruited and on-boarded more than 35 fresh staff members to serve in law enforcement and school safety and security roles.
- Instituted partnership agreements and MOUs with the Sheriff's Office, City of Sarasota, City of Venice and City of North Port for additional law enforcement services.
- Nearly completed a \$24MM renovation throughout the school district to harden schools with new front office designs for single-point-entry and campus fencing to improve security on campus.
- Upgraded all intercom systems with new security specifications.

Strategic Partnerships with Local Foundations and Individual Donors:

- Charles and Margery Barancik Foundation funded several initiatives:
 - The Teaching Academies at all high schools, including beginning Florida Future Teachers of America Club
 - Innovative High School Intensive Language Arts and follow-up grant to motivate struggling readers and retain ILA teachers in those classrooms

- Closing the Literacy Gap built capacity in our grade 3-6th ELA teachers to collaborate on lesson planning and improve their craft by observing each other
- Crisis Text Line HERE4U: Spreading Hope grant allowed us to put signs in every middle and high school to ensure visibility of this valuable resource
- Extending Reading Recovery Literacy Toolkits to ALL K-1 Teachers brought large tubs of multi-sensory resources into every K/1 classroom
- The Education Foundation
 - helped us add three Student Success Centers in our high schools and are looking at further expansion
 - Continued Leadership and Financial support for multiple initiatives
 - Teacher of the Year
 - STEM Fair
 - SRQ Hacks
 - CreateSRQ
 - EDEXploreSRQ
 - School and teacher grants
- Gulf Coast Community Foundation
 - Reading Recovery Grant: provided training and support to all 33 teachers
 - Kids READ: provided tutoring for struggling readers over the summer at our community partners' sites
 - Monda Kids SWIM: provides water safety and confidence building to all 2nd graders
 - Civility Squad: "Kindness Matters" Character building initiative adopted at every school
 - Sprint's 1 Million Project: supported this grant which brought online access to 850 high school students
- The Patterson Foundation
 - Funded a Data Position for RAE to enhance and expand our District Dashboards
 - Summer Reading Challenge: funded incentives to motivate readers in SLA's
- Community Foundation Sarasota County
 - SLA: provided financial support to 12 sites to improve STEAM enrichment and Parent University
 - SCGLR (with The Patterson Foundation) continues to provide support for achieving grade level reading by 3rd Grade

Awards:

- Mid-Sized School District of the Year award from the University of Cambridge AICE program.
- Teacher of the Year finalist, Shane Swezey named Top Five Teachers in Florida.
- Booker Middle School was named a CFES Brilliant Pathways School of Distinction for 2018-19.
- Brookside Middle School named the #1 VEX Robotics Team in Florida, #83 worldwide.

Certifications:

- Maintained Florida Superintendent Special Certification through the Florida Association of District School Superintendents (FADSS) and the Florida Department of Education (FLDOE)

DATE: August 30, 2019
TO: School Board Members
FROM: Todd Bowden, Superintendent
SUBJECT: 2018-2019 POINTS OF PRIDE

On Tuesday, September 17, the School Board will discuss my annual evaluation. It is my hope that we will have the time to meet individually in advance of that meeting to learn of your individual assessments and plan for the future. I look forward to hearing your observations on my second full year as superintendent.

In preparation for those meetings, please find listed below some Points of Pride that has been accomplished together throughout the school district:

District Performance on State Accountability Measures

- "A" rated District for 16 consecutive years - every year grades have been awarded.
- Maintained a high overall percentage of points earned – 67% on District grade.
- Eight-point increase from 2017-18 to 2018-2019 (734-742) on District grade.
- Increased in 5 of 11 measures of district performance.
- Maintained in 4 of 11 measures of district performance.
- Nine schools increased one or more letter grades from 2017-2018 to 2018-2019.
 - Three schools Increased from a C to an A rating.
 - Five schools Increased from a B to an A rating.
 - One school Increased from a C to a B rating.
- The high school Graduation Rate increased four points from 85.7 in 2016-2017 to 89.8 in 2017-2018 (lagged data).

Legislative Appropriation to Support Summer Learning

- Worked with Legislative Delegation and Lobbyist to secure \$100K to support and expand Summer Learning.

Policy Review

- Working with the School Board, completed a review of the district's policy manual to strengthen and clarify processes and procedures to align with future goals.

Focus on Curriculum and Instruction:

- Striving Reader Plan was created and shared with all teachers to focus on Tiered Interventions.
- Reading Recovery, 264 students were taught by 33 Reading Recovery teachers. These teachers also taught 1,320 students in small groups in the second half of the day Reading Recovery teachers provided literacy professional development throughout the year to a total of 414 Kindergarten, 1st and 2nd grade teachers across 23 elementary schools.
- College, Career and Life Readiness (CCLR) – Curriculum resources for monthly career clusters were provided to all elementary schools. Sample lesson plans were written and made available to all elementary teachers.

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School Year 20-¹⁸-20¹⁹

Superintendent Name

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard VIII: Values and Ethics of Leadership	Score
This standard stresses the understanding and modeling of appropriate value systems, ethics, and moral leadership. It also requires the superintendent to exhibit multi-cultural and ethnic understanding and to coordinate with social agencies and human services to help students grow and develop as caring, informed citizens.	5
Indicators	
1. Defends principles and convictions in the face of pressure and special interests	
2. Acts in accordance with federal and state constitutional provisions, statutory standards, and regulatory applications	
3. Manifests a professional code of ethics and demonstrate personal integrity	
4. Models accepted moral and ethical standards in all interactions	
5. Speaks and writes in an articulate, compelling manner	
6. Demonstrates the ability to make decisions within an ethical context	
Comments	
<p>I continue to be amazed by how Dr Bowden continues to lead the district with a positive focused attitude despite the spurious, personal attacks he faces from some of his own board, union officials, the press and some members of the public. His vision for our own internal school resource officer program is a great example of this. Despite criticism and backstabbing by some of his own board, he persevered and has established our Aid Force which will be looked at as a model for districts across the state & our nation.</p>	

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Standard IX: Labor Relations	Score
This standard requires the superintendent to provide technical advice to the board during labor negotiations, and/or to keep the board apprised of negotiations status, to understand and effectively administer negotiated labor contracts, and to keep abreast of legislative changes affecting collective bargaining processes.	<i>2</i>
Indicators	
✓ 1. Develops bargaining strategies based upon collective bargaining laws and processes	
No 2. Establishes productive relationships with bargaining groups while managing contracts effectively	
Comments	
<i>This continues to be Dr. Bowden's weakest link. His desire to get all things in order must be tempered until a better working relationship develops with the union.</i>	

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Standard I. Leadership Culture	Score
This standard stresses the superintendent's performance in leadership through empowering others, visioning, helping shape school culture and climate, and understanding multi-cultural and ethnic differences.	5
Indicators	
1. Facilitates a process to develop and implement a shared vision that focuses on improving student achievement	
2. Promotes academic rigor that focuses on learning and excellence for schools and students	
3. Promotes and expects a climate of tolerance, acceptance, and civility	
4. Develops, implements, promotes, and monitors continuous improvement process	
Comments	
<p>The SCSB vision, mission and strategic plan need to be revised to reflect the next 3 years which is a priority for 2020.</p> <p>Dr. Bowden's focus is on a process of developing programs which focus on rigor and excellence. Our district leaders can be creative under the pressure of delivering the best education to our students. Dr. Bowden is a servant leader who works co-creatively with colleagues. The administrative staff work as a team and communicate frequently with others they supervise. The culture of the school district is evolving. We need much work to promote better communications with teachers and classified staff. Our high performing schools are working more independent with school leadership and concentrating on data coaches and analysis to make sure that differentiation of instruction is happening in each classroom. This past year has seen many deliverables in SEL which is due to Dr. Bowden's and administration leadership. The mental health and wellbeing of our students has been enhanced with new programs and consultants within the schools to work on behaviors. A heavy lift was implementing a new police force within two years with all the hiring and training necessary. This has been a great addition to the safety and security of our district schools. The community was not confident, and several board members agreed to not support the process. Thankfully, Dr. Bowden moved forward confidently transitions have gone well this year. We have put excellent programs in place to monitor safety while trying to have students feel safe and in an environment for learning.</p> <p>Dr. Bowden is always happy to work with the legislature, delegation, Department of Education, lobbyist or associations and community partnerships to enhance our schools. LGBTQ, Latino-Hispanic groups, NAACP are all working with our district in a major way. The permanent closing of School Avenue at Sarasota High School was a large project which Dr. Bowden moved forward with our long-range planning and City of Sarasota Commission partners. Dr. Bowden is working very closely with the EEOC in shelter use during hurricanes and emergencies in Sarasota County.</p>	

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Indicators	
1. Keeps board informed on issues, needs, and operation of school system	
2. Differentiates between policy making and administrative roles	
3. Establishes procedures for superintendent/board/staff interpersonal and working relationships	
4. Uses legal counsel in governance and procedures to avoid civil and criminal liabilities	
5. Promotes timely development and support of board's legislative priorities (with community input)	
Comments	
<p>Dr. Bowden attempts to keep the board informed on all issues, needs and operations of the school district. I can always get in touch with him if necessary and there is never a time I cannot ask a question or get an answer. I attempt to be aware of weekends and time off so that I do not make demands. I am also mindful of staff time and try not to cause too many interruptions. We have recently revised all our policies and will continue to be vigilant in making changes as they impact SCSB through legislation. Dr. Bowden treats everyone fairly and equally. However, we have issues with certain board members who do not wish to follow procedures we have set up as a board. This issue is out of his control. He attempts to stay out of these issues and allow us to work it out. It is difficult when we have little trust for each other. The effects the way a superintendent works effectively. This is not Dr. Bowden's fault. Many legal liabilities have increased in the last year which have taken more time, attention such as depositions, and added costs. These issues exist in most districts today. The superintendent is willing to work in a positive way to solve any problem. He is never quick to show impatience or every show any emotion other than a positive "can do" model! I find that refreshing and helpful in getting things done.</p>	

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This standard emphasizes the skills necessary to establish effective two-way communications not only with students, staff, and parents, but the community as a whole including beneficial relationships with the media. It also stresses responding to community feedback and building community support for the district.	5
Indicators	
1. Develops formal and informal techniques to gain external perceptions of the district	
2. Maintains respect and support of community in the course of conducting school district business	
3. Participates actively in community life	
Comments	
<p>Dr. Bowden is involved with members of the community, local government, parents, students, teachers, organizations, Chambers, EDCs, neighborhoods, developers, churches and civic associations along with many others within our county and state. He is always willing to meet with the community and is received well as a great speaker and listener with an insightful vision for our school district. He works with foundations in securing grants for special programs. He was instrumental in working with Sarasota County in hurricane preparedness attending numerous meetings which Sarasota County Government really appreciated. Working with the City of Sarasota in closing School Avenue permanently was hard work and he led a great team. Our communication department has been very active in the last year with improved social media, press relations and crisis management. Our website was recently updated and streamlined. We are developing relationships with various media outlets. He is working directly with Booker Elementary and Oak Park School to improve their student achievement.</p>	

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Indicators	
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2. Demonstrates budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring	
3. Meets and works collaboratively with the board and appropriate staff to determine priorities for budgeting and for the effective allocation of space and resources	
4. Develops and carries out internal and external communication plans	
Comments	
<p>We are moving from incubator to laboratory in experiential learning as a model in our classrooms. This is largely due to Dr. Bowden and his vision along with our capable curriculum and staff development. We have maintained academic excellence with an "A" district for 16 years. We had increases on 5 of 11 measures of district performance. Nine schools increased one or more letter grades in the last two years. High school graduation rates increased 4 pts. to 90%. We have contracted with Acceleration Academy to find student who have dropped out of high school and bring them in to their school for self-paced individualized instruction to get a high school diploma. Already in 6 months, 24 students have graduated. Reading remediation in first grade has seen positive results with 204 students receiving individual instruction and 1,320 students receiving small group instruction from 414 teachers at 23 elementary schools. We enhanced our SLAs at 12 sites which included a half day of STEAM learning during the afternoon sessions. Pine View School ranks #1 in elementary, middle and high school performance in the State of Florida and one of the best in the nation. We have an emphasis on restorative strategies and our OSS rate has decreased as a result. Our SEL is in every school and enhanced by the Civility Squad. We have trained our staff on CHAMPS and disciplinary actions in secondary classrooms. We have utilized the full resources of the crisis response and mental health teams to ensure students in need due to a crisis such as a Brentwood and North Port High had the services needed to get through a challenging time.</p>	

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This standard requires the superintendent to ensure that there is a staff performance evaluation system in place. It also requires skills in applying ethical, contractual, and legal requirements for personnel selection, development, retention, promotion, and dismissal.	4
Indicators	
1. Ensures all personnel are treated fairly and impartially	
2. Identifies and applies appropriate policies, criteria, and processes for the recruitment, selection, induction, compensation, and separation of personnel with attention to issues of equity and diversity	
3. Demonstrates use of system and staff evaluation data for personnel policies, decision making, promotion of career growth, and professional development	
4. Maintains employee morale including loyalty to the organization	
Comments	
<p>Our treatment and investigations of teachers and classified personnel is controlled by union contracts. We are currently negotiating those contracts. We have established the School Safety Committee to evaluate and recommend trainings and wellness programs to ensure the well-being of our employees. We have many new wellness programs for staff to utilize. The school-based administrators have more local control at the school level today. We have realignment our Risk Assessment to the HR Department. We have restored some positions to the department which were cut back in past years. We have restructured the HR department to emphasize recruitment and retention. However, we still have some problems with our online application process. We are adding an investigator position to work with investigations We need to do more training on Equity and Administrative processes. Customer Service and Excellence should be emphasized at every position.</p>	

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OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Jane Goodwin School Year 20-18 -2019

Superintendent Name Dr. Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard VI. Instructional Leadership	Score
This standard emphasizes the skills required to ensure that the most effective teaching techniques are in place and that all instructional resources are used to maximize student achievement. This standard also centers on applying research and best practices with respect to diversity sensitivities.	5
Indicators	
1. Provides vision and leadership for moving the district forward	
2. Applies effective methods of providing, monitoring, evaluating, and reporting student achievement to improve the learning process	
3. Establishes instructional strategies that include cultural diversity and difference in learning styles as it relates to various programs	
4. Visits school sites and communicates with teachers, students, and staff	
5. Supports a broad range of academic opportunities for all students such as various staffing patterns, student grouping plans, class scheduling plans, school organizational structures, and facilities design process for incorporating various teaching strategies and desired student outcomes	
6. Analyzes available instructional resources and programs and assigns them in a cost effective and equitable manner to enhance student outcomes	
Comments	
<p>One of the most significant organizational issues that Dr. Bowden has done is a Sarasota County Schools Police Department. This was a large task to complete in two years. Our SCSPD hired 35 additional officers and we have trained officers in all schools within the district. Chief Enos is working at delivering a top-notch department which complies with MSD Commission requirements. During the transition of this department Dr. Bowden never wavered in his vision to provide the safety and security that our students need for learning. This was a large organization change affecting many departments and schools. Dr. Bowden displays excellent stamina and commitment to this mission. He is careful to follow the laws and statutes in all his decision making. He brings in his cabinet to counsel and include them in all decisions. It is a well-run team. With the added pressure of media, SCTA and various litigations pending, he remains cool headed and logical in his approach to dealing with all issues.</p> <p>Dr. Bowden will begin emphasis on Zero Based Budgeting (ZBB) in the 2020 year after work with community partners and Florida Tax Watch. He is in the investigative stage.</p> <p>Our Finance Department is adding additional staff as we have more requirements at the state level. Dr. Bowden is very informed on budget and manages it well with our CFO. We have never had a superintendent who had such knowledge of finance/budget. The Auditor General Findings found no serious findings in the 2018 Audit. No deficiencies in internal control over compliance that would be considered material weakness were found. We received both the GFOA and ASBO awards for the 15th consecutive year. Our Unassigned fund balance ended higher than the last three years at 12.95%. We completed nearly \$24M in hardening our buildings for safety and security of our students. We upgraded all intercoms systems and have provided many options above and beyond other school districts. We shared capital dollars with our Charter Schools along with referendum dollars. We have maintained a great working relationship with charter schools. We have added more mental health consultants to each school as the need for helping our students has increased along with need to report many aspects of the mental health processes. Our Pupil Support Services Department is working hard to provide support to students and reports to the DOE as required. He is very involved with our lobbyist in designing a platform that received an added \$100 K for our Summer Leadership programs and works with the superintendent's association (FADSS). He is a certified Superintendent which requires taking additional coursework and tests.</p>	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Jane Goodwin School Year 20-18 -2019

Superintendent Name Dr. Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard VII. Curriculum Planning and Development	Score
This standard focuses on the superintendent's skills in keeping current with the latest designs in curriculum, teaching, learning, and testing theories. It requires the superintendent to recommend the use of emerging technologies as appropriate.	5
Indicators	
1. Develops core curriculum design and delivery system based on content and assessment standards and best practices	
2. Includes all stakeholder groups in enhancement and renewal of curriculum, instruction, and assessment	
3. Uses data to make informed decisions	
Comments	
<p>The Data Dashboards were designed and implemented for use by administrators and instructional staff. CCLR emphasis is helping our students seek out careers earlier in dialogue in elementary school and discussion and scheduling questions in middle school. STC is very involved with the EDC and Career Source at the Sarasota Chamber. Professional development is about managing data, differentiated instruction and many leaders in professional development. Our principals attended national conferences this summer and presented some of the many enhancements we are using at our high schools. Striving Reader Plan was created and shared with all teachers to focus on Tiered interventions. Administrators can access incoming students' assessment data to assist with scheduling.</p>	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Jane Goodwin School Year 20-18 -2019

Superintendent Name Dr. Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard VIII. Values and Ethics of Leadership	Score
This standard stresses the understanding and modeling of appropriate value systems, ethics, and moral leadership. It also requires the superintendent to exhibit multi-cultural and ethnic understanding and to coordinate with social agencies and human services to help students grow and develop as caring, informed citizens.	5
Indicators	
1. Defends principles and convictions in the face of pressure and special interests	
2. Acts in accordance with federal and state constitutional provisions, statutory standards, and regulatory applications	
3. Manifests a professional code of ethics and demonstrate personal integrity	
4. Models accepted moral and ethical standards in all interactions	
5. Speaks and writes in an articulate, compelling manner	
6. Demonstrates the ability to make decisions within an ethical context	
Comments	
Dr. Bowden is an ethical leader. He is conservative in managing our finances and does a great job of doing what he says he will do. I do trust his judgment. He always listens to my ideas and we share and discuss issues freely.	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Jane Goodwin School Year 20-18 -2019

Superintendent Name Dr. Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard IX. Labor Relations	Score
This standard requires the superintendent to provide technical advice to the board during labor negotiations, and/or to keep the board apprised of negotiations status, to understand and effectively administer negotiated labor contracts, and to keep abreast of legislative changes affecting collective bargaining processes.	4
Indicators	
1. Develops bargaining strategies based upon collective bargaining laws and processes	
2. Establishes productive relationships with bargaining groups while managing contracts effectively	
Comments	
The existing SCTA negotiations continues with hope for resolution that benefits our staff.	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Jane Goodwin School Year 20-18 -2019

Superintendent Name Dr. Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Summary Score

	Standard	Score
I	Leadership and Standard Culture	5
II	Policy and Governance	5
III	Communications and Community Relations	5
IV	Organizational Management	5
V	Human Resources Management	4
VI	Instructional Leadership	5
VII	Curriculum Planning/Development	5
VIII	Values and Ethics of Leadership	5
IX	Labor Relations	4
	Overall Score	<u>5</u>

Jane Goodwin  9/16/19
Board Member Name (Print) Board Member Signature Date

Dr. Todd Bowden  9/16/19
Superintendent Name (Print) Superintendent Signature Date

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Eric Robinson School Year 20-18 -2019

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Summary Score

	Standard	Score
I	Leadership and Standard Culture	1
II	Policy and Governance	1
III	Communications and Community Relations	1
IV	Organizational Management	1
V	Human Resources Management	1
VI	Instructional Leadership	1
VII	Curriculum Planning/Development	1
VIII	Values and Ethics of Leadership	1
IX	Labor Relations	1
	Overall Score	1

Eric Robinson

Board Member Name (Print)


Board Member Signature

9-16-19
Date

Todd Bowden

Superintendent Name (Print)


Superintendent Signature

9/16/2019
Date

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Eric Robinson School Year 20-18 -2019

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard 1: Leadership Culture	Score
This standard stresses the superintendent's performance in leadership through empowering others, visioning, helping shape school culture and climate, and understanding multi-cultural and ethnic differences.	1
Indicators	
1. Facilitates a process to develop and implement a shared vision that focuses on improving student achievement	
2. Promotes academic rigor that focuses on learning and excellence for schools and students	
3. Promotes and expects a climate of tolerance, acceptance, and civility	
4. Develops, implements, promotes, and monitors continuous improvement process	
Comments	
<p>Todd fosters a culture of intimidation and retaliation at the same time displaying an extreme case of selfishness. His push to change the merit pay system, annual contracts while at the same time writing a contract for himself which has none of these attributes. He wrote himself a contract that made it practically impossible to fire, discipline or direct him. He also enshrined in his own contract that he will get mandatory raises and bonus regardless of his performance. When I attempted to place a bonus based upon his ability to make our school district number one in the state he said no that the board will not control him the board will not direct him. While during the course of the year he wants to strip every protection teachers and staff have. He has offered the teachers no raises despite a fund balance of roughly 14%. To secure protection and money for himself at the same time taking it away from his employees shows a complete lack of leadership.</p> <p>His retaliation also extends to citizens in Sarasota County. When a citizen sent Bowden an email disagreeing with one of his positions Bowden sent his police force to the citizen's parents neighbors and finally to the citizen's house. This was all done as a means of intimidation against anyone who disagrees with his position. This stands in stark contrast to how he handled Mrs. Bonner being threatened. He made Bonner continue to work right next door to the man she felt threatened by. Please remember the immediate protection that he gave himself was done prior to the completion of any formal investigation.</p>	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Eric Robinson School Year 20- 18 -20 19

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard II: Policy and Governance	Score
This standard focuses on the superintendent working with the board to formulate internal and external district policy, defining mutual expectations of performance with the board, and demonstrating good school governance to staff, students, and the community at large.	1
Indicators	
1. Keeps board informed on issues, needs, and operation of school system	
2. Differentiates between policy making and administrative roles	
3. Establishes procedures for superintendent/board/staff interpersonal and working relationships	
4. Uses legal counsel in governance and procedures to avoid civil and criminal liabilities	
5. Promotes timely development and support of board's legislative priorities (with community input)	
Comments	
<p>Last August Bowden went on ABC 7 and stated that he would never work with me and he has kept his promise.</p> <p>He has practically cut me off from information. It is clear from being on this board that Bowden is highly selective with who on the board he keeps informed. I send him emails asking for information and rarely does he even give me the courtesy of a reply. I need certain information to perform my job as a school board member and he has made the decision to not provide me with that information.</p> <p>We have policy that requires the school board to promote parental involvement. However after last election he immediately implemented a procedure to undermine parental involvement. His transphobic policy of allowing the superintendent to change a first grader's name and gender without even notifying the parents is not in the long term best interest of the child.</p> <p>After requiring and reviewing the sexual harassment policy after Bowden had multiple sexual harassment complaints against him we are still in the middle of another sexual harassment complaint. Instead of swiftly doing everything possible to protect the victim in the latest sexual harassment suit. Bowden delayed, intimidated and finally retaliated against the victim by turning the tables and investigating the victim.</p>	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Eric Robinson School Year 20-18 -2019

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard III: Communications and Community Relations	Score
This standard emphasizes the skills necessary to establish effective two-way communications not only with students, staff, and parents, but the community as a whole including beneficial relationships with the media. It also stresses responding to community feedback and building community support for the district.	1
Indicators	
1. Develops formal and informal techniques to gain external perceptions of the district	
2. Maintains respect and support of community in the course of conducting school district business	
3. Participates actively in community life	
Comments	
Everywhere I go in this community I am confronted with citizens who have a negative feeling about Bowden. The community as a whole is not supportive of his tenure as Superintendent. This feeling of distrust only grows over time. I have serious concerns how this will effect the next referendum. I believe the community stands behind our school district but Bowden makes this harder with each passing day.	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Eric Robinson School Year 20-18 -2019

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard IV: Organizational Management	Score
This standard requires the superintendent to gather and analyze data for decision making and for making recommendations to the board. It stresses the skills necessary to meet internal and external customer expectations to effectively allocate resources.	1
Indicators	
1. Delegates appropriate authority to administrators, monitoring their follow-through	
2. Demonstrates budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring	
3. Meets and works collaboratively with the board and appropriate staff to determine priorities for budgeting and for the effective allocation of space and resources	
4. Develops and carries out internal and external communication plans	
Comments	
It is apparent that he does communicate on a certain level with a morlity of the board so I gave Bowden points for this but I think this should be done for all school board members.	
Clearly his ability to provide a finical forecast is severely lacking. Bowden planning, management and monitoring was on full display for the past year while you have been telling us that we were out of money, digging into reserves and had no money for raises for anyone but Bowden. Yet a week before the finical approval of money we find out that we had plenty of funds.	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Eric Robinson School Year 20-18 -2019

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard V: Human Resource Management	Score
This standard requires the superintendent to ensure that there is a staff performance evaluation system in place. It also requires skills in applying ethical, contractual, and legal requirements for personnel selection, development, retention, promotion, and dismissal.	1
Indicators	
1. Ensures all personnel are treated fairly and impartially	
2. Identifies and applies appropriate policies, criteria, and processes for the recruitment, selection, induction, compensation, and separation of personnel with attention to issues of equity and diversity	
3. Demonstrates use of system and staff evaluation data for personnel policies, decision making, promotion of career growth, and professional development	
4. Maintains employee morale including loyalty to the organization	
Comments	
All employees are not treated fairly and impartially. We just saw over this past weekend how he dealt swiftly with one employee while we are still muddling through how Bowden reacts to victims of sexual harrassement.	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Eric Robinson School Year 20-18 -2019

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard VI. Instructional Leadership	Score
This standard emphasizes the skills required to ensure that the most effective teaching techniques are in place and that all instructional resources are used to maximize student achievement. This standard also centers on applying research and best practices with respect to diversity sensitivities.	1
Indicators	
1. Provides vision and leadership for moving the district forward	
2. Applies effective methods of providing, monitoring, evaluating, and reporting student achievement to improve the learning process	
3. Establishes instructional strategies that include cultural diversity and difference in learning styles as it relates to various programs	
4. Visits school sites and communicates with teachers, students, and staff	
5. Supports a broad range of academic opportunities for all students such as various staffing patterns, student grouping plans, class scheduling plans, school organizational structures, and facilities design process for incorporating various teaching strategies and desired student outcomes	
6. Analyzes available instructional resources and programs and assigns them in a cost effective and equitable manner to enhance student outcomes	
Comments	
On August 26 I sent an email to Bowden asking him to fill out the evaluation form for Instructional Leadership and Section VI Instructional Leadership. He continued true to form and did not reply to my email. It was a simple request.	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Eric Robinson School Year 20-18 -2019

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard VII. Curriculum Planning and Development	Score
This standard focuses on the superintendent's skills in keeping current with the latest designs in curriculum, teaching, learning, and testing theories. It requires the superintendent to recommend the use of emerging technologies as appropriate.	1
Indicators	
1. Develops core curriculum design and delivery system based on content and assessment standards and best practices	
2. Includes all stakeholder groups in enhancement and renewal of curriculum, instruction, and assessment	
3. Uses data to make informed decisions	
Comments	
As stated in section VI I asked Bowden to self evaluate himself for this section he never responded.	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Eric Robinson School Year 20-18 -2019

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard VIII. Values and Ethics of Leadership	Score
This standard stresses the understanding and modeling of appropriate value systems, ethics, and moral leadership. It also requires the superintendent to exhibit multi-cultural and ethnic understanding and to coordinate with social agencies and human services to help students grow and develop as caring, informed citizens.	1
Indicators	
1. Defends principles and convictions in the face of pressure and special interests	
2. Acts in accordance with federal and state constitutional provisions, statutory standards, and regulatory applications	
3. Manifests a professional code of ethics and demonstrate personal integrity	
4. Models accepted moral and ethical standards in all interactions	
5. Speaks and writes in an articulate, compelling manner	
6. Demonstrates the ability to make decisions within an ethical context	
Comments	
I think by writing his own contract to give himself certain rights and privileges at the same time trying to strip those rights to our employees shows a complete lack of ethical leadership.	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Eric Robinson School Year 20-18 -2019

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard IX: Labor Relations	Score
This standard requires the superintendent to provide technical advice to the board during labor negotiations, and/or to keep the board apprised of negotiations status, to understand and effectively administer negotiated labor contracts, and to keep abreast of legislative changes affecting collective bargaining processes.	1
Indicators	
1. Develops bargaining strategies based upon collective bargaining laws and processes	
2. Establishes productive relationships with bargaining groups while managing contracts effectively	
Comments	
<p>97% that is the percentage of the employees who do not support Todd Bowden. 3% is the amount that do support Bowden. The morale at the district appears to be at an all time low. Tonight Bowden will be the only employee in the district able to have a raise and a bonus.</p> <p>He has basically declared war on our teachers and staff. The reducing of planning time time to complete IEP plans, seniority, no raises etc has only added fuel to the fire.</p>	

B-1

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Eric Robinson School Year 20-19 -2020

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Summary Score

	Standard	Score
I	Leadership and Standard Culture	0
II	Policy and Governance	0
III	Communications and Community Relations	1
IV	Organizational Management	2
V	Human Resources Management	3
VI	Instructional Leadership	2
VII	Curriculum Planning/Development	2
VIII	Values and Ethics of Leadership	1
IX	Labor Relations	1
	Overall Score	<u>2</u>

Eric Robinson
Board Member Name (Print)


Board Member Signature

9-16-19
Date

Todd Bowden
Superintendent Name (Print)


Superintendent Signature

9/16/2019
Date

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Eric Robinson School Year 20-19 -2020

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard I. Leadership Culture	Score
This standard stresses the superintendent's performance in leadership through empowering others, visioning, helping shape school culture and climate, and understanding multi-cultural and ethnic differences.	0
Indicators	
1. Facilitates a process to develop and implement a shared vision that focuses on improving student achievement	
2. Promotes academic rigor that focuses on learning and excellence for schools and students	
3. Promotes and expects a climate of tolerance, acceptance, and civility	
4. Develops, implements, promotes, and monitors continuous improvement process	
Comments	
<p>Todd fosters a culture of intimidation and retaliation at the same time displaying an extreme case of selfishness. His push to change the merit pay system, annual contracts while at the same time writing a contract for himself which has none of these attributes. He wrote himself a contract that made it practically impossible to firing, discipline or direct him. He also enshrined in his own contract that he will get mandatory raises and bonus regardless of his performance. When I attempted to place a bonus based upon his ability to make our school district number one in the state he said no that the board will not control him the board will not direct him. While during the course of the year he wants to strip every protection teachers and staff have. He has offered the teachers no raises despite a fund balance of roughly 14%. To secure protection and money for himself at the same time taking it away from his employees shows a complete lack of leadership.</p> <p>His retaliation also extends to citizens in Sarasota County. When a citizen sent Bowden an email disagreeing with one of his positions Bowden sent his police force to the citizens parents neighbors and finally to the citizens house. This was all done as a means of intimidation against anyone who disagrees with his position. This stands in stark contrast to how he handled Mrs. Bonner being threatened. He made Bonner to continue to work right next door to the man who threatened her. Please remember the immediate protection that he gave himself was done prior to the completion of any formal investigation.</p>	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Eric Robinson School Year 20- 19 -20 20

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard II: Policy and Governance	Score
<p>This standard focuses on the superintendent working with the board to formulate internal and external district policy, defining mutual expectations of performance with the board, and demonstrating good school governance to staff, students, and the community at large.</p>	0
Indicators	
1. Keeps board informed on issues, needs, and operation of school system	
2. Differentiates between policy making and administrative roles	
3. Establishes procedures for superintendent/board/staff interpersonal and working relationships	
4. Uses legal counsel in governance and procedures to avoid civil and criminal liabilities	
5. Promotes timely development and support of board's legislative priorities (with community input)	
Comments	
<p>Last August Bowden went on ABC 7 and stated that he would never work with me and he has kept his promise.</p> <p>He has practically cut me off from information. It is clear from being on this board that Bowden is highly selective with who on the board he keeps informed. I send him emails asking for information and rarely does he even give me the courtesy of a reply. I need certain information to perform my job as a school board member and he has made the decision to not provide me with that information.</p> <p>We have policy that requires the school board to promote parental involvement. However after last election he immediately implemented a procedure to undermine parental involvement. His transphobic policy of allowing the superintendent to change a first grader's name and gender without even notifying the parents is not in the long term best interest of the child.</p> <p>After re-creating and reviewing the sexual harassment policy after Bowden had multiple sexual harassment complaints we are still in the middle of another sexual harassment complaint. Instead of swiftly doing everything possible to protect the victim in the latest sexual harassment suit. He delayed, intimidated and finally retaliated against the victim by turning the tables and investigating the victim.</p>	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Eric Robinson School Year 20-19 -2020

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard III. Communications and Community Relations	Score
This standard emphasizes the skills necessary to establish effective two-way communications not only with students, staff, and parents, but the community as a whole including beneficial relationships with the media. It also stresses responding to community feedback and building community support for the district.	1
Indicators	
1. Develops formal and informal techniques to gain external perceptions of the district	
2. Maintains respect and support of community in the course of conducting school district business	
3. Participates actively in community life	
Comments	
Everywhere I go in this community I am confronted with citizens who have a negative feeling about Bowden. The community as a whole is not supportive of his tenure as Superintendent. This feeling of distrust only grows over time. I have serious concerns how this will effect the next referendum. I believe the community stands behind our school district but Bowden makes this harder with each passing day.	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Eric Robinson School Year 20-19 -2020

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard IV: Organizational Management	Score
This standard requires the superintendent to gather and analyze data for decision making and for making recommendations to the board. It stresses the skills necessary to meet internal and external customer expectations to effectively allocate resources.	2
Indicators	
1. Delegates appropriate authority to administrators, monitoring their follow-through	
2. Demonstrates budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring	
3. Meets and works collaboratively with the board and appropriate staff to determine priorities for budgeting and for the effective allocation of space and resources	
4. Develops and carries out internal and external communication plans	
Comments	
It is apparent that he does communicate on a certain level with a mority of the board so I gave Bowden points for this but I think this should be done for all school board members.	
Clearly his ability to provide a finical forecast is severely lacking. his planning, management and monitoring was on full display with for the past year he has been telling us that we were out of money, digging into reserves and had no money for raises for nobody but Bowden. Yet a week before the finical approval of money we find out that we had plenty of funds.	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Eric Robinson School Year 20-19 -2020

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard V. Human Resource Management:	Score
This standard requires the superintendent to ensure that there is a staff performance evaluation system in place. It also requires skills in applying ethical, contractual, and legal requirements for personnel selection, development, retention, promotion, and dismissal.	3
Indicators	
1. Ensures all personnel are treated fairly and impartially	
2. Identifies and applies appropriate policies, criteria, and processes for the recruitment, selection, induction, compensation, and separation of personnel with attention to issues of equity and diversity	
3. Demonstrates use of system and staff evaluation data for personnel policies, decision making, promotion of career growth, and professional development	
4. Maintains employee morale including loyalty to the organization	
Comments	
All employees are not treated fairly and impartially. We just saw over this past weekend how he dealt swiftly with one employee while we are still muddling through how Bowden reacts to victims of sexual harrassement.	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Eric Robinson School Year 20-19 -2020

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard VI. Instructional Leadership	Score
This standard emphasizes the skills required to ensure that the most effective teaching techniques are in place and that all instructional resources are used to maximize student achievement. This standard also centers on applying research and best practices with respect to diversity sensitivities.	2
Indicators	
1. Provides vision and leadership for moving the district forward	
2. Applies effective methods of providing, monitoring, evaluating, and reporting student achievement to improve the learning process	
3. Establishes instructional strategies that include cultural diversity and difference in learning styles as it relates to various programs	
4. Visits school sites and communicates with teachers, students, and staff	
5. Supports a broad range of academic opportunities for all students such as various staffing patterns, student grouping plans, class scheduling plans, school organizational structures, and facilities design process for incorporating various teaching strategies and desired student outcomes	
6. Analyzes available instructional resources and programs and assigns them in a cost effective and equitable manner to enhance student outcomes	
Comments	
On August 26 I sent an email to Bowden asking him to fill out the evaluation form for Instructional Leadership and Section VI Instructional Leadership. He continued to not respond to my email and did not reply to my email. It was a simple request.	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Eric Robinson School Year 20-19 -2020

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard VII. Curriculum Planning and Development	Score:
This standard focuses on the superintendent's skills in keeping current with the latest designs in curriculum, teaching, learning, and testing theories. It requires the superintendent to recommend the use of emerging technologies as appropriate.	2
Indicators	
1. Develops core curriculum design and delivery system based on content and assessment standards and best practices	
2. Includes all stakeholder groups in enhancement and renewal of curriculum, instruction, and assessment	
3. Uses data to make informed decisions	
Comments	
As stated in section VI I asked Bowden to self evaluate himself for this section he never responded.	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Eric Robinson School Year 20- 19 -20 20

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard VIII. Values and Ethics of Leadership	Score
<p>This standard stresses the understanding and modeling of appropriate value systems, ethics, and moral leadership. It also requires the superintendent to exhibit multi-cultural and ethnic understanding and to coordinate with social agencies and human services to help students grow and develop as caring, informed citizens.</p>	1
Indicators	
1. Defends principles and convictions in the face of pressure and special interests	
2. Acts in accordance with federal and state constitutional provisions, statutory standards, and regulatory applications	
3. Manifests a professional code of ethics and demonstrate personal integrity	
4. Models accepted moral and ethical standards in all interactions	
5. Speaks and writes in an articulate, compelling manner	
6. Demonstrates the ability to make decisions within an ethical context	
Comments	
<p>I think by writing his own contract to give himself certain rights and privileged at the same time trying to strip those rights to our employees shows and complete lack of ethical leadership.</p>	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Eric Robinson School Year 20- 19 -2020

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard IX. Labor Relations	Score
This standard requires the superintendent to provide technical advice to the board during labor negotiations, and/or to keep the board apprised of negotiations status, to understand and effectively administer negotiated labor contracts, and to keep abreast of legislative changes affecting collective bargaining processes.	1
Indicators	
1. Develops bargaining strategies based upon collective bargaining laws and processes	
2. Establishes productive relationships with bargaining groups while managing contracts effectively	
Comments	
97% that is the percentage of the employees who do not support Todd Bowden. 3% is the amount that do support Bowden. The morale at the district appears to be at an all time low. Tonight Bowden will be the only employee in the district able to have a raise and a bonus.	
He has basically declared war on our teachers and staff. The reducing of planning time time to complete IEP plans seniority no raises etc has only added fuel to the fire.	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Bridget Ziegler School Year 20-18 -2019

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard I. Leadership Culture	Score
This standard stresses the superintendent's performance in leadership through empowering others, visioning, helping shape school culture and climate, and understanding multi-cultural and ethnic differences.	1
Indicators	
1. Facilitates a process to develop and implement a shared vision that focuses on improving student achievement	
2. Promotes academic rigor that focuses on learning and excellence for schools and students	
3. Promotes and expects a climate of tolerance, acceptance, and civility	
4. Develops, implements, promotes, and monitors continuous improvement process	
Comments	
See attached	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Bridget Ziegler School Year 20-18 -2019

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard II. Policy and Governance	Score
This standard focuses on the superintendent working with the board to formulate internal and external district policy, defining mutual expectations of performance with the board, and demonstrating good school governance to staff, students, and the community at large.	1
Indicators	
1. Keeps board informed on issues, needs, and operation of school system	
2. Differentiates between policy making and administrative roles	
3. Establishes procedures for superintendent/board/staff interpersonal and working relationships	
4. Uses legal counsel in governance and procedures to avoid civil and criminal liabilities	
5. Promotes timely development and support of board's legislative priorities (with community input)	
Comments	
See attached	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Bridget Ziegler School Year 20-18 -2019

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard III. Communications and Community Relations	Score
This standard emphasizes the skills necessary to establish effective two-way communications not only with students, staff, and parents, but the community as a whole including beneficial relationships with the media. It also stresses responding to community feedback and building community support for the district.	2
Indicators	
1. Develops formal and informal techniques to gain external perceptions of the district	
2. Maintains respect and support of community in the course of conducting school district business	
3. Participates actively in community life	
Comments	
See attached	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Bridget Ziegler School Year 20-18 -2019

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard IV. Organizational Management	Score
This standard requires the superintendent to gather and analyze data for decision making and for making recommendations to the board. It stresses the skills necessary to meet internal and external customer expectations to effectively allocate resources.	2
Indicators	
1. Delegates appropriate authority to administrators, monitoring their follow-through	
2. Demonstrates budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring	
3. Meets and works collaboratively with the board and appropriate staff to determine priorities for budgeting and for the effective allocation of space and resources	
4. Develops and carries out internal and external communication plans	
Comments	
See attached	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Bridget Ziegler School Year 20-18 -2019

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard V. Human Resource Management	Score
This standard requires the superintendent to ensure that there is a staff performance evaluation system in place. It also requires skills in applying ethical, contractual, and legal requirements for personnel selection, development, retention, promotion, and dismissal.	1
Indicators	
1. Ensures all personnel are treated fairly and impartially	
2. Identifies and applies appropriate policies, criteria, and processes for the recruitment, selection, induction, compensation, and separation of personnel with attention to issues of equity and diversity	
3. Demonstrates use of system and staff evaluation data for personnel policies, decision making, promotion of career growth, and professional development	
4. Maintains employee morale including loyalty to the organization	
Comments	
See attached	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Bridget Ziegler School Year 20-18 -2019

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard VI. Instructional Leadership	Score
This standard emphasizes the skills required to ensure that the most effective teaching techniques are in place and that all instructional resources are used to maximize student achievement. This standard also centers on applying research and best practices with respect to diversity sensitivities.	3
Indicators	
1. Provides vision and leadership for moving the district forward	
2. Applies effective methods of providing, monitoring, evaluating, and reporting student achievement to improve the learning process	
3. Establishes instructional strategies that include cultural diversity and difference in learning styles as it relates to various programs	
4. Visits school sites and communicates with teachers, students, and staff	
5. Supports a broad range of academic opportunities for all students such as various staffing patterns, student grouping plans, class scheduling plans, school organizational structures, and facilities design process for incorporating various teaching strategies and desired student outcomes	
6. Analyzes available instructional resources and programs and assigns them in a cost effective and equitable manner to enhance student outcomes	
Comments	
See attached	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Bridget Ziegler School Year 20-18 -2019

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard VII. Curriculum Planning and Development	Score
This standard focuses on the superintendent's skills in keeping current with the latest designs in curriculum, teaching, learning, and testing theories. It requires the superintendent to recommend the use of emerging technologies as appropriate.	3
Indicators	
1. Develops core curriculum design and delivery system based on content and assessment standards and best practices	
2. Includes all stakeholder groups in enhancement and renewal of curriculum, instruction, and assessment	
3. Uses data to make informed decisions	
Comments	
See attached	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Bridget Ziegler School Year 20-18 -2019

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard VIII. Values and Ethics of Leadership	Score
This standard stresses the understanding and modeling of appropriate value systems, ethics, and moral leadership. It also requires the superintendent to exhibit multi-cultural and ethnic understanding and to coordinate with social agencies and human services to help students grow and develop as caring, informed citizens.	1
Indicators	
1. Defends principles and convictions in the face of pressure and special interests	
2. Acts in accordance with federal and state constitutional provisions, statutory standards, and regulatory applications	
3. Manifests a professional code of ethics and demonstrate personal integrity	
4. Models accepted moral and ethical standards in all interactions	
5. Speaks and writes in an articulate, compelling manner	
6. Demonstrates the ability to make decisions within an ethical context	
Comments	
See attached	

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Bridget Ziegler School Year 20-18 -2019

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Summary Score

	Standard	Score
I	Leadership and Standard Culture	1
II	Policy and Governance	1
III	Communications and Community Relations	2
IV	Organizational Management	2
V	Human Resources Management	1
VI	Instructional Leadership	3
VII	Curriculum Planning/Development	3
VIII	Values and Ethics of Leadership	1
IX	Labor Relations	2
		16/9
	Overall Score	1.78

Bridget Ziegler

Board Member Name (Print)

Bridget Ziegler

Board Member Signature

09/16/19

Date

Todd Bowden

Superintendent Name (Print)

Todd Bowden

Superintendent Signature

9/17/2019

Date

THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member Bridget Ziegler School Year 20-18 -2019

Superintendent Name Todd Bowden

Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard IX. Labor Relations	Score
This standard requires the superintendent to provide technical advice to the board during labor negotiations, and/or to keep the board apprised of negotiations status, to understand and effectively administer negotiated labor contracts, and to keep abreast of legislative changes affecting collective bargaining processes.	2
Indicators	
1. Develops bargaining strategies based upon collective bargaining laws and processes	
2. Establishes productive relationships with bargaining groups while managing contracts effectively	
Comments	
See attached	

Superintendent Evaluation: 2018-2019

Dr. Todd Bowden

Respondent: Board Member Bridget Ziegler

Standard I: Leadership Culture

As indicated in your 2017-2018 evaluation, cultivating and maintaining a positive culture is the foundation to every organization's success. For this to be realized, an organization's leader must embody this culture through their own actions, every day.

I am thrilled to see district-wide initiatives, such as the "Civility Squad", to promote ways to foster and maintain a positive culture and support a safe learning environment. Unfortunately, valuable initiatives like this can be quickly derailed when the Chief Executive's actions run contrary to these teachings.

While I was hopeful things would improve in this area from last year, I regret that they have deteriorated even further. Overall, I do not believe your leadership has promoted a climate of tolerance, acceptance and civility. Instead, I believe your leadership has created a toxic working environment for staff and instilled a fear of retaliation – at every level. This sentiment has been shared with me by people who work in central office administration, school-based administration, instructional staff, classified staff, as well as parents. This indicates to me that this has become systemic and is not just isolated to a select number of "defectors".

As I've said before, I believe that unless things dramatically change, you take ownership of the ways in which your actions have contributed to this toxic culture, and work to restore trust throughout the organization, the learning environment for our students will inevitably be negatively impacted - which again, runs contrary to Sarasota County Schools' mission.

Standard II: Policy and Governance

I raised similar praises and concerns in this section on your 2017-2018 evaluation. I believe the completion of our full-scale policy review was a valuable use of time and appreciate your support on seeing that to fruition. I also appreciate the review and adoption of our Guest Speaker Policy and Electronic Device Policy.

Unfortunately, several incidents that occurred during the 2018-2019 school year raised serious concerns, including:

- The District's Gender Diverse "Guidelines": While I appreciate you emailing the Board copies of the "guidelines" and affording us one on one conversations regarding its contents, the decision to release them prior to a final public workshop discussion and without board adoption illustrated your disregard to the governance structure and process. A committee was formed in the spring of 2017, completed their work in the summer of 2017, yet there was no public discussion of the final recommendations, which were provided and released in the fall of 2018. This was clearly a topic of high public interest and should have included the public and board

Superintendent Evaluation: 2018-2019

Dr. Todd Bowden

Respondent: Board Member Bridget Ziegler

action – specifically due in part that provisions within the guidelines run contrary to board policies.

- **Disrespectful communication towards board members:** While there may be disagreements about policies and process, civil discourse must always remain. There were a number of incidents in which I believe your engagement with me and other board members was out of line and illustrated insubordination. I have included an email exchange as one example.
- **Inappropriate behavior at board meetings:** On a number of occasions, I have witnessed you directing and making side comments to other board members during board meetings. One example is on July 17th, 2018 when you whispered to a board member to “call the question” in hopes to close debate when discussing proposed changes to your contract during your last evaluation. While I don’t believe that this behavior is ever acceptable, it is especially egregious considering the topic being discussed by the elected board was about removing the “without cause clause” on our initial contract.
- **Misleading/false statements regarding your new contract:** While I believe there were several flaws in the process pertaining to the drafting of your revised employment contract, I believe a significant portion of responsibility rests on the Chair’s shoulders – for not properly engaging and receiving direction from the Board. However, at the February 19, 2019 board meeting, when I posed the question to you about your involvement in the drafting of the proposed contract and whether you saw or were provided the proposed contract language prior to our General Counsel and you answered “simultaneously”. However, public records indicate that to be inaccurate, and that you in fact were the one to email our General Counsel a copy of your newly proposed contract language.
- **Failure to notify the Board about violating policy:** As a result of a grievance settlement, an MOU was presented and signed on 7/11/19, confirming your admission of guilt to violating School Board Policy 6.29, II. B, related to your actions on 01/17/2019. Unfortunately, this information was never presented to the Board, who are in fact your supervisors.

Each of these instances provide examples of questionable and/or poor leadership, and a lack of respect for the integrity of our governance structure. I recognize that you do not have the best relationship with every board member. However, it is important to respect the process, the institution, and the integrity of our governance structure regardless of who you may have personal disagreements with and regardless of who fills the board seats. This destructive behavior further aggravates the divide, fuels the erosion of morale throughout the organization, and undermines the faith of our generous community partners and voters.

This kind of disruption has left our school district severely exposed for litigation. As fiduciaries of the school district, it is imperative that we protect our resources and ensure it is being used for our core mission – the education and safety of our students.

Your focus must be about the greater good of the school district, our students and staff - and NOT about your own self-preservation. Reflection (and ownership) on the way in which you went about these instances is paramount. You cannot attempt to fix something you are unwilling to accept.

Superintendent Evaluation: 2018-2019

Dr. Todd Bowden

Respondent: Board Member Bridget Ziegler

Standard III: Communications and Community Relations

I am very pleased with the continued focus on expanding community engagement and utilizing different mediums to reach members of our community. I believe this is an important area for any organization, but especially a school district. The much-needed website refresh was a significant improvement and I look forward to seeing additional enhancements as the communication's department continues to work with school sites.

I still have serious concerns about our public records process and am hopeful for continued improvements to ensure timely and accurate fulfillment, as this is another area that leaves us further exposed for litigation.

One area that brought me grave concern was the decision to deploy our newly formed police department to a citizen's home after perceiving an email to be a threat. I want to be clear that any member of staff – including you, should feel free to seek law enforcement's assistance when they believe they may be in danger, a recipient of a threat, etc. However, I believe it was poor judgement to utilize the school district's police department versus the Sheriff's department, in this instance. It's important that staff and students feel safe, but it's also important that people continue to feel welcome to share their praise, frustration, or dissatisfaction with the school district.

Again, reflecting on how this action led to community outcry and concern is paramount.

Standard IV. Organizational Management

As previously mentioned, I am thrilled to see that we did not have to utilize the level of reserves initially predicted. I maintain that we need to move towards zero based budgeting and am very happy to hear that this is something you are willing to take on for the upcoming year. This will be a valuable exercise to ensure proper resources are reaching our students and staff so that they can be successful.

I am also very pleased to see additional resources going to Emma E. Booker Elementary to assist our students and staff, where it is needed most.

I was disappointed at the timing of when you brought forward the suggestion of changing the District's financial condition ratio, as I believe it was not properly addressing the issue at hand. Additionally, I was disappointed at the commentary you chose to include when you became aware of the additional money received at reconciliation. You wrote *"contrary to a popular narrative that has circulated in our community, we have not relied on our reserve account during my tenure as superintendent"*. I found this comment to be highly frustrating considering the topic of deficit spending was a result of the financial projections and information you provided the board, indicating that our fund reserve balance would fall below the 7.5% on the old calculation.

Superintendent Evaluation: 2018-2019

Dr. Todd Bowden

Respondent: Board Member Bridget Ziegler

It's important to be transparent and professional to ensure we remain focused on our mission and retain the support of our community. I believe there is room for improvement in this area.

Standard V: Human Resource Management

I am very pleased to see this remain an area of focus, as I believe our investment and focus on our human capital is paramount to our success. I believe you have taken important steps to improving our HR Department, and applaud the work of the Recruitment & Retention Committee. I am hopeful that this area will remain a top priority – for the safety and success of Sarasota County Schools.

However, I will draw your attention to my previous comments and concerns regarding morale. If an organization has low morale and/or a toxic culture, it does not matter how much money you invest or offer employees, quality applicants will not apply, and quality employees will eventually leave.

I have rising concerns about policies and procedures pertaining to personnel issues being fairly and impartially followed and believe there is significant areas of improvement. This further exposes the organization to litigation and needs to be addressed.

Finally, I believe your decision to accept and enter into an employment contract, that provides you with guaranteed raises regardless of performance, when every other member of staff has their salary tied to a performance metric, was a catastrophic mistake. I question how you could not see the danger in that decision and the impact that would have on recruitment, retention, and morale.

Standard VI: Instructional Leadership

There is much to be celebrated at Sarasota County Schools. We have an incredible district with remarkable and dedicated members of staff, exceptional students, and valuable community partnerships to further enrich our students' experiences and opportunities.

I have struggled with how to properly evaluate you in this field. Because of my grave concerns around leadership and morale, I question if the academic success is as a result of, or despite your leadership?

I believe it is a combination of both. There is no question our scores illustrate academic excellence in several areas, and I believe there is a strategic focus on the areas the district needs to improve.

I stress caution in this area. If morale continues to decline, and there isn't immediate attention to improving culture, it will eventually find its way into the classroom and have a negative impact on our student's academic success.

Superintendent Evaluation: 2018-2019

Dr. Todd Bowden

Respondent: Board Member Bridget Ziegler

Standard VII: Curriculum Planning & Development

I believe this is one of your strongest areas and applaud a number of efforts to enhance the use of data to support informed decision making, as well as making information more accessible to the public through the Data Dashboard. I believe the enhancements made on our Data Dashboard this past year will have a meaningful impact on instruction and believe this to be a wonderful asset to Sarasota County Schools.

As mentioned previously, another area of positive improvement was the reevaluation to our Guest Speaker process and ensuring that any guest speaker's topic is properly vetted and aligns to the Standards.

Standard VIII: Values & Ethics of Leadership

As indicated last year, and in Standard I, this area remains the most concerning to me. Numerous actions throughout the course of the year have led me to seriously question your ethics and moral leadership, and continued behavior that appears to be focused on your own self-preservation, despite the consequences to the District. As a Superintendent of Schools, your actions (and inactions), words, and decisions have a tremendous impact on our community and the future of our community.

I believe I thoroughly addressed these concerns in my prior year's evaluation. Unfortunately, I do not believe they were taken seriously or improved upon – leaving me less than optimistic.

My hope is that you will take this seriously, recognize the concerns that are being raised, and genuinely reflect on how you can improve in this area.

Standard IX: Labor Relations

The relationship between you and the SC/TA continues to be strained, however I recognize that relationships between unions and administration can be volatile at times.

As mentioned to you during our one on ones, my primary area of concern is the decision to have a significant number of school-based administrators on the bargaining team, as well as some of the language proposals at this time.

While I believe it is important and necessary to have feedback on proposed contract language to better enhance the learning environment, I fear that negotiations have the potential to be very hostile as things progress. Having the number of school-based administrators could create a detrimental rift between them and their staff, that has the potential to be very disruptive to the learning environment. I believe this is one more example of a decision that further (and unnecessarily) erodes morale and could have been approached in a more effective manner.



RE: Lack of Transparency

Sent: October 30, 2018 3:39 PM

From: Bowden Todd

To: Ziegler Bridget;

CC: School Board Members; Andreas Michael; Grohowski Paul; Termine Linda; Tomkins Kathy;

elizabeth.djlnis@heraldtribune.com; Beeker Tracey; Art Hardy;

In regards to your email...

- For the record, I have never raised my voice to you in any conversation. I have at times become extremely frustrated with your lack of support for district staff including me. Your constant criticism seems to know no limits. I have never seen an elected official behave the way that you do when you do not get your way. There are times when staff knows better than you do. There are times when the majority of the board is going to disagree with you.
- I am appreciative of your statement that I report to five School Board Members. I must remind you that I work for you as a collective board, not a collection of individuals. I work for one board, not five individuals. This is something that I must constantly remind you of. Your position as chair provides you no special privilege to manage the work of district staff, or me as superintendent.
- You have taken a very strong position regarding the district's treatment of Drew Peters without disclosing your relationship with him. I am not attempting to infuse politics into the conversation, I am simply recognizing its presence. Let me make clear that Mr. Peter's email was forwarded to our Safety and Security Department because of its threatening tone, not because of "criticism & disagreement." The fact that you would ask the question "When does criticism earn a citizen a visit from the Sarasota County School Police Department?" is a perfect example of you attempting to politicize the issue. We do not investigate criticisms, we investigate potential threats.

If you want to be treated with the respect that your position deserves, I suggest you start by being respectful to those around you, even those that dare to disagree with you.

I look forward to addressing the remainder of your questions on Tuesday, November 6th.

Have a great evening.

--- Todd

From: Ziegler Bridget

Sent: Tuesday, October 30, 2018 11:01 AM

To: Bowden Todd <Todd.Bowden@sarasotacountyschools.net>

Cc: School Board Members <schoolboardmembers@sarasotacountyschools.net>; Andreas Michael <Michael.Andreas@sarasotacountyschools.net>; Grohowski Paul <Paul.Grohowski@sarasotacountyschools.net>; Termine Linda <Linda.Terminen@sarasotacountyschools.net>; Tomkins Kathy <Kathy.Tomkins@sarasotacountyschools.net>; elizabeth.djlnis@heraldtribune.com; Beeker Tracey

<Tracey.Beeker@sarasotacountyschools.net>; Art Hardy <ahardy@matthewseastmoore.com>
Subject: RE: Lack of Transparency

Todd,

Thank you for your email.

I do know Drew Peters, but not very well. My understanding is that he has many relationships in the community, including a much longer relationship with Jane Goodwin and I have heard that he knows you from around the community as well (but maybe that is not the case, as you are suggesting otherwise). Either way - as a taxpayer - he has a right to share his opinion on issues facing education in Sarasota County and he is personally responsible for how he shares those opinions - whether I personally agree or disagree with them.

As for your initial email about Mr. Peters' email, I read Mr. Robinson's reply - in which he suggested reaching out the Sheriff's Office - and I did not have anything to add to that recommendation. I believed that Mr. Robinson provided an appropriate response and option that I would expect anyone to consider if they truly believed that they were the recipient of a threat.

This issue aside, I am once again disappointed with the tone of your email (in addition to you lack of professionalism in phone calls between us, which have included you raising your voice at me) and your lack of understanding that you do, in fact, report to five School Board Members, who answer to the public whom we work for.

Now getting away from politics (which you are attempting to infuse into the conversation) and back to policy - I intend to discuss or take action on the following items at our next board meeting:

School District Police Force:

Please excuse my lack of knowledge on some of the terminology below, as I am not versed in law enforcement procedures, but now that we have direct oversight of a law enforcement agency, I feel compelled to ask and receive clarity on the following items:

- What are the jurisdiction limits of our internal police force? *(For example - Can they operate off school grounds? Can they visit citizens with no children in our schools? How about private schools if a threat is made from one of their students to one of our public school students?)*
- How is a "threat" judged for action? Will criticism & disagreement shared from the public to school board members *(which I personally receive often times)* be fully investigated going forward? When does criticism earn a citizen a visit from Sarasota County School Police Department?
- Do we have an internal compliant process in place for our law enforcement agency to field complaints from citizens? (Art is looking into this, but some in the public have suggested that we do NOT have this in place)

Gender Guidelines:

- I would like to ensure that parents are included in this discussion and sign off on any gender identity discussion that involves their child.

I look forward to our meeting on Tuesday and having a substantive discussion on the issues listed above.

Many Thanks,

Bridget A. Ziegler

Chairman

Sarasota County School Board

941-927-9000 (ext: 31147)

From: Bowden Todd

Sent: Tuesday, October 30, 2018 10:09 AM

To: Ziegler Bridget

Cc: School Board Members; Andreas Michael; Grohowski Paul; Termine Linda; Tomkins Kathy;

elizabeth.dj@heraldtribune.com; Beeker Tracey

Subject: Lack of Transparency

On Wednesday, October 24th, I received an email from Drew Peters that I found to be so concerning that I forwarded it to the board and our Executive Director of Safety and Security. The staff and school board members who read that email thought it contained a potential threat. Three of your fellow board members encouraged me to involve law enforcement. You, however, thought nothing of an aggressive email entitled "Listen very carefully," that described our transgender students as "mentally ill," and concluded with "See you around."

I do not know Drew Peters. I do not know what he is capable of. When I read "See you around," I interpreted it to mean that he would be looking for me. But, you thought nothing of it.

In the days that followed, you have been involved in multiple email conversations regarding Mr. Peters. You and I have had at least two telephone conversations about him. According to this morning's Herald-Tribune, you were "alarmed" that we would dare to follow-up on a potential threat from Mr. Peters.

I have been surprised by your total lack of concern. Not only a lack of concern, but you have gone as far as to question my actions and those of our Executive Director and Chief of Police, who were only doing their jobs.

Imagine how surprised I was to find out that you and your husband have a relationship with Drew Peters and his family. Did you not think that was relevant? Why did you not, very early on, disclose that you know Mr. Peters?

According to campaign finance reports that have been brought to my attention, you and your husband have accepted at least six (6) donations from Drew Peters and his family totaling \$1,300. Why did you not think this was relevant? While the district was attempting to identify Mr. Peters and determine if he posed a threat, you publicly downplayed any concern.

What is completely clear to me now is that you always put politics first. You will go to great lengths to protect your campaign donors and political allies, when as school board chair you should have a greater regard for the safety of our students and staff.

You talk about transparency. In this case, I find your total lack of transparency extremely concerning.

Todd Bowden, Ed.D.

Superintendent of Schools

School District of Sarasota County

1960 Landings Boulevard

Sarasota, Florida 34231

(941) 927-9000, extension 31131

Please be aware that all e-mail to and from Sarasota County Schools is subject to the public records laws of Florida.

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THE SCHOOL BOARD OF SARASOTA COUNTY, FLORIDA
OFFICE OF SCHOOL BOARD MEMBERS

SUPERINTENDENT EVALUATION

By School Board Member CAROLINE ZUCKER School Year 20-18 -2019

Superintendent Name DR. TODD BOWDEN

Rating: Exemplary (5) ☒ Accomplished (4) ☐ Effective (3) ☐ Developing (2) ☐ Not Acceptable (1) ☐

Standard I. Leadership Culture	Score
This standard stresses the superintendent's performance in leadership through empowering others, visioning, helping shape school culture and climate, and understanding multi-cultural and ethnic differences.	
Indicators	
1. Facilitates a process to develop and implement a shared vision that focuses on improving student achievement	
2. Promotes academic rigor that focuses on learning and excellence for schools and students	
3. Promotes and expects a climate of tolerance, acceptance, and civility	
4. Develops, implements, promotes, and monitors continuous improvement process	
Comments	
SHARED VISION; EVERY STUDENT EVERY DAY	
New Data Dashboards developed and implemented to assist with instruction and scheduling students.	
Focus on Curriculum and Instruction: Striving Reader Plan created and shared Reading Recovery, 264 students were taught by 33 Reading Recovery Teachers who also taught 1,320 students in small groups. College, Career and Life Readiness - curriculum resources for monthly career clusters were provided to all elementary schools. Expanded and enhanced Summer Learning Academies to 12 Title I schools.	
Mental and Behavioral Health initiatives	
School Safety and Security Department was established to ensure full compliance in the Marjory Stoneman Douglas School Safety Act.	
Working with the Board, established guidelines to ensure equity for all students.	
Maintained Florida Superintendent Special Certification through the Florida Association of District School Superintendents and the Florida Department of Education.	
AWARDS: Mid-sized School District of the Year from the University of Cambridge AICE Program Booker Middle School named a CFES Brilliant Pathways School of Distinction for 2018-2019 Brookside Middle School named the #1 VBS Robotics Team in Florida, #83 worldwide.	

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SUPERINTENDENT EVALUATION

By School Board Member CAROLINE ZUCKER School Year 20-18 -2019

Superintendent Name DR. TODD BOWDEN

Rating: Exemplary (5) 5 Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard II. Policy and Governance	Score
This standard focuses on the superintendent working with the board to formulate internal and external district policy, defining mutual expectations of performance with the board, and demonstrating good school governance to staff, students, and the community at large.	
Indicators	
1. Keeps board informed on issues, needs, and operation of school system	
2. Differentiates between policy making and administrative roles	
3. Establishes procedures for superintendent/board/staff interpersonal and working relationships	
4. Uses legal counsel in governance and procedures to avoid civil and criminal liabilities	
5. Promotes timely development and support of board's legislative priorities (with community input)	
Comments	
Meets with the Board Members individually prior to each board meeting. Meets weekly with staff Sends out a weekly calendar of upcoming activities for the week. Working with the Board, completed a review of the district's policy manual to strengthen and clarify processes and procedures to align with future goals. Worked with Legislative Delegation and Lobbyist to secure \$100K to support and expand Summer Learning. Seeks advise of council to avoid liabilities.	

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Rating: Exemplary (5) (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard III. Communications and Community Relations	Score
This standard emphasizes the skills necessary to establish effective two-way communications not only with students, staff, and parents, but the community as a whole including beneficial relationships with the media. It also stresses responding to community feedback and building community support for the district.	
Indicators	
1. Develops formal and informal techniques to gain external perceptions of the district	
2. Maintains respect and support of community in the course of conducting school district business	
3. Participates actively in community life	
Comments	
Working with staff and the Sarasota City Commission, successfully closed School Avenue for the safety and security of the students at SHS (which took 20 years to complete) Launched the school district's first-ever Farm to Table initiative, including student immersion and curriculum. Further developed strategic partnerships with local foundations and individual donors to create several funded initiatives: <ul style="list-style-type: none">- Charles and Margery Barancik Foundation- Education Foundation- Gulf Coast Community Foundation- Patterson Foundation- Community Foundation of Sarasota County	

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Rating: Exemplary (5) Accomplished (4) Effective (3) Developing (2) Not Acceptable (1)

Standard IV. Organizational Management	Score
This standard requires the superintendent to gather and analyze data for decision making and for making recommendations to the board. It stresses the skills necessary to meet internal and external customer expectations to effectively allocate resources.	
Indicators	
1. <u>Delegates appropriate authority to administrators, monitoring their follow-through</u>	
2. <u>Demonstrates budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring</u>	
3. <u>Meets and works collaboratively with the board and appropriate staff to determine priorities for budgeting and for the effective allocation of space and resources</u>	
4. <u>Develops and carries out internal and external communication plans</u>	
Comments	
<p>Creation of Data Dashboards to assist with instruction and scheduling students. These new dashboards can be seen by administrators and instructional staff; they are not public:</p> <ul style="list-style-type: none">- Teacher Dashboard- Current Student Academic Dashboard- School Grade Dashboard- Scheduler Helper <p>Fiscal Management: The Auditor General found no financial statement or federal award findings and there were no questioned costs during the 2017-2018 audit period.</p> <p>Auditor General did not identify any deficiencies in internal control over compliance</p> <p>District received both the GFOA and ASBO awards for the 15th consecutive year.</p> <p>Increased the ending unassigned fund balance from 11.40% - 11.22% to 12.95%</p> <p>Expenditures came in 2.2% less than budgeted with savings reflected in nearly every line item. Salary and benefit savings of \$4.8 million were realized as a result of the hiring freeze. Charter school payments of \$3.4 million (reduced PECO transfer and overstated enrollment), FEMA & County reimbursement. Contracted services were down \$2.5 million below original budget primarily tied to the startup of the police deparemnt.</p>	

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Standard V. Human Resource Management	Score
This standard requires the superintendent to ensure that there is a staff performance evaluation system in place. It also requires skills in applying ethical, contractual, and legal requirements for personnel selection, development, retention, promotion, and dismissal.	
Indicators	
1. Ensures all personnel are treated fairly and impartially	
2. Identifies and applies appropriate policies, criteria, and processes for the recruitment, selection, induction, compensation, and separation of personnel with attention to issues of equity and diversity	
3. Demonstrates use of system and staff evaluation data for personnel policies, decision making, promotion of career growth, and professional development	
4. Maintains employee morale including loyalty to the organization	
Comments	
Restructured the human resources department to emphasize recruitment and retention. Instituted partnership agreements and MOUs with the Sheriff's office, City of Sarasota, City of Venice and City of North Port for additional law enforcement services. Established new leadership and department structure for the Sarasota County School Police Department. 35 fresh staff members were recruited to serve in law enforcement and school safety and security roles. Restructured the Communication's Department - established and launched the new website; launched the "Reel Talk Student" PSA film contest in conjunction with the Film Festival.	

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Standard VI. Instructional Leadership	Score
This standard emphasizes the skills required to ensure that the most effective teaching techniques are in place and that all instructional resources are used to maximize student achievement. This standard also centers on applying research and best practices with respect to diversity sensitivities.	
Indicators	
1. Provides vision and leadership for moving the district forward	
2. Applies effective methods of providing, monitoring, evaluating, and reporting student achievement to improve the learning process	
3. Establishes instructional strategies that include cultural diversity and difference in learning styles as it relates to various programs	
4. Visits school sites and communicates with teachers, students, and staff	
5. Supports a broad range of academic opportunities for all students such as various staffing patterns, student grouping plans, class scheduling plans, school organizational structures, and facilities design process for incorporating various teaching strategies and desired student outcomes	
6. Analyzes available instructional resources and programs and assigns them in a cost effective and equitable manner to enhance student outcomes	
Comments	
<p>Strong focus on Curriculum and Instruction:</p> <ul style="list-style-type: none">- Striving Reader Plan- Reading Recovery- College, Career and Life Readiness- District Performance on State Accountability Measures <p>"A" rated district for 16 consecutive years Maintained a high overall percentage of points earned - 67% on district grade Eight-point increase from 2017-2018 Increased in 5 of 11 measures of district performance Nine schools increased one or more letter grades High school graduation Rate increased four points from 85.7 in 2016-2017 to 89.8 in 2017-2018</p> <p>As a result of the district having a "D" rated school, I believe we all need to take responsibility for this and have therefore rated Dr. Bowden a 4 in this category.</p>	

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Standard VII. Curriculum Planning and Development	Score
This standard focuses on the superintendent's skills in keeping current with the latest designs in curriculum, teaching, learning, and testing theories. It requires the superintendent to recommend the use of emerging technologies as appropriate.	
Indicators	
1. Develops core curriculum design and delivery system based on content and assessment standards and best practices	
2. Includes all stakeholder groups in enhancement and renewal of curriculum, instruction, and assessment	
3. Uses data to make informed decisions	
Comments	
FADSS Training Dashboard Working with the various foundations, EDC & County and City Municipalities. Participates in staff development Visits classrooms and speaks with teachers to.	

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Standard VIII. Values and Ethics of Leadership	Score
This standard stresses the understanding and modeling of appropriate value systems, ethics, and moral leadership. It also requires the superintendent to exhibit multi-cultural and ethnic understanding and to coordinate with social agencies and human services to help students grow and develop as caring, informed citizens.	
Indicators	
1. Defends principles and convictions in the face of pressure and special interests	
2. Acts in accordance with federal and state constitutional provisions, statutory standards, and regulatory applications	
3. Manifests a professional code of ethics and demonstrate personal integrity	
4. Models accepted moral and ethical standards in all interactions	
5. Speaks and writes in an articulate, compelling manner	
6. Demonstrates the ability to make decisions within an ethical context	
Comments	
Working with mental and behavioral health agencies Guidelines for LGBTQ for employees and students Support for Dreamer Academy (ESOL Charter) Civility Squad at every school Strengthen and clarified policy on Sexual Harassment Well spoken can modify speech to reach all listeners; school children, staff, community Has a true love & calling for education	

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Standard IX. Labor Relations	Score
This standard requires the superintendent to provide technical advice to the board during labor negotiations, and/or to keep the board apprised of negotiations status, to understand and effectively administer negotiated labor contracts, and to keep abreast of legislative changes affecting collective bargaining processes.	
Indicators	
1. Develops bargaining strategies based upon collective bargaining laws and processes	
2. Establishes productive relationships with bargaining groups while managing contracts effectively	
Comments	
Meets with the School Board to discuss negotiations prior to the beginning to obtain feedback and direction.	
Speaks with the School Board after each negotiation session to obtain feedback and direction.	
Works with Chief Negotiator to develop strategies for accomplishing board and superintendents direction.	
Even with the very adversarial situation now between the union and board, managers to listen to all in the face of intense dysfunction. Keeps his own counsel.	

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Summary Score

	Standard	Score
I	Leadership and Standard Culture	5
II	Policy and Governance	5
III	Communications and Community Relations	5
IV	Organizational Management	5
V	Human Resources Management	4
VI	Instructional Leadership	4
VII	Curriculum Planning/Development	4
VIII	Values and Ethics of Leadership	5
IX	Labor Relations	4
	Overall Score	4.6
		5.0

CAROLINE ZUCKER

Board Member Name (Print)

Caroline Zucker

Board Member Signature

9/12/19

Date

DR. TODD BOWDEN

Superintendent Name (Print)

TB

Superintendent Signature

9/17/19

Date